

REQUEST FOR PROPOSALS

For A

Land Development Ordinance

For

The City of Greensboro, NC

August 2004

Requested By:

City of Greensboro Planning Department

P.O. Box 3136

Greensboro, NC 27402-3136

Phone: 336-574-3576

Submission Deadline: Monday, October 4, 2004, 4:00 p.m.

I. Introduction

The City of Greensboro, North Carolina, is requesting proposals for planning services to prepare an updated Development Ordinance. The City was incorporated in 1808 and is the county seat of Guilford County. Greensboro is the third largest city in the state, with an estimated population of 235,262 covering approximately 119.5 square miles. Greensboro does not currently have extraterritorial jurisdiction (ETJ); planning and zoning jurisdiction is for the City only. It is located in the central Piedmont “Triad” metropolitan area, along with the cities of Winston-Salem and High Point and is at the headwaters of the Cape Fear River Basin. Greensboro is the approximate midway point between Washington, D.C. and Atlanta, GA.

Greensboro has a council/manager form of government with nine nonpartisan council members. Five are elected from districts and four are at large, including the mayor. Council members serve two-year terms. The current term is November 2003- November 2005.

II. The Existing Greensboro Unified Development Ordinance

In the early 1990’s, the City of Greensboro, in partnership with the City of High Point and Guilford County, set new standards for land use regulation in Guilford County with the adoption of a single set of development regulations serving both cities and Guilford County. This Unified Development Ordinance (UDO) benefited staff, elected officials, developers and the general population. Over time, the jurisdictions have modified their ordinances, which have become less standardized. Now, the City of Greensboro wishes to improve and update its regulations to the level of more modern, flexible, and user-friendly land development regulations that implement the goals and policies set forth in the City’s recently adopted Connections 2025 Comprehensive Plan.

The City Council, staff, the development community, and citizens have all expressed concerns with the current code. While many of the standards and processes outlined in the code are adequate and will likely require only minimal adjustment, other content problems or weaknesses include the following:

- Outdated regulations;
- Awkward, confusing ordinance format and structure;
- Lack of graphics and illustrations;
- Lack of standards that support infill development;
- Lack of well defined, user-friendly mixed use districts;
- Lack of neighborhood conservation districts to insure compatible infill development;
- Too many residential districts;
- Lack of incentives and performance-based standards;
- Lack of inclusion of existing ordinances that address development that are not currently included in the UDO (e.g., stormwater, solid waste)
- Regulations which do not address modern or evolving land uses (e.g., mixed use, life care communities, brew pubs, flex space, live-work units, etc.);

- Limited tree preservation/open space requirements;
- Lack of support for transit-oriented development; and
- Lack of cross references within sections, and a comprehensive ordinance index.

Copies of the existing Unified Development Ordinance may be obtained from the Planning Department accessed via the Planning Department website (www.greensboro-nc.gov/planning/ordinance/index.htm), or at the Municipal Code Corporation's Internet web site (www.municode.com).

III. Relationship to Connections 2025 Comprehensive Plan

On May 6, 2003, the City adopted Connections 2025 as Greensboro's first true Comprehensive Plan. Connections 2025 emphasizes objectives such as: need for improved development standards, infill standards, mixed use districts, and overall higher quality design standards. The plan also calls for plans for corridors and neighborhoods, the fringe area, and the implementation of the Downtown Master Plan.

Connections 2025 provides a long-range vision for future development and redevelopment of the City and its future growth area. The Plan presents a community vision that seeks to improve on conventional suburban design. It does this by focusing on mixed use, infill, and higher density residential development, especially within the mixed use land use classifications and the designated activity centers that are intended to incorporate elements of pedestrian and transit-oriented design. Many issues identified in the Plan must now be translated into appropriate regulatory language and/or properly integrated into the various review and approval procedures within the Development Ordinance. Some of these include:

- Review and evaluation of the number and type of zoning districts
- Modification/development of new districts beyond the types currently in use (e.g., mixed-use district, neighborhood conservation);
- Regulatory methods to foster appropriate development of desired activity centers and infill development, including incentives;
- Regulatory standards to produce higher quality design and development;
- Enhanced regulations to promote open space preservation and strengthen stream corridor protection;
- Downtown revitalization incentives and design standards;
- Provisions for new types of housing types and appropriate standards; and
- Variable standards to support appropriate development in different locations.

Funds have been allocated for FY 04-05 to hire a consultant to assist staff in the preparation of a City Land Development Ordinance (LDO). We are anticipating this project to be a multi-faceted, multi-year project.

IV. Other Related Projects

Several other related projects and implementation programs are either contemplated or are already under way. While this ordinance rewrite project does not foresee major changes to these other projects/programs, some changes may be warranted. At a minimum, these

regulations/projects will have to be acknowledged and incorporated into the rewrite where necessary. The following is a list of the major projects that are anticipated. Over the course of the rewrite there will likely be other projects that will run parallel with the rewrite that will also need to be incorporated into the LDO.

Downtown Design Guidelines

There is a separate work group, including a design consultant, preparing recommended downtown design standards that the LDO consultant will need to incorporate into the ordinance.

Summit Avenue Corridor Study

The Summit Avenue Corridor Study is an implementation step of the recently adopted Aycock Neighborhood Plan. This project is just getting under way and could include some regulatory changes.

Open Space and Greenways

A citizen group and staff have drafted revisions to the Drainageway and Open Space map of the current UDO. Regulatory changes from this effort will need to be incorporated into the ordinance rewrite.

Landscaping and Tree Protection

A citizen group and staff are currently working on some revisions to the Landscaping and Tree Protection ordinance and the ordinance rewrite project will need to incorporate this effort.

Stream Corridors and Floodplains

A citizen group and staff are currently working on some revisions to the Flood Damage Prevention and the stream standards provisions and the ordinance rewrite project will need to incorporate this effort.

Street Design Standards

The review and refinement of street design standards is an ongoing Comprehensive Plan implementation initiative. A review of local street design standards is an important part of this effort. However, modifications to collector street and thoroughfare design standards are anticipated as well. These efforts will be largely coordinated independently of and incorporated into the Land Development Ordinance (LDO) effort, though refinements may be required. Enhancements to the sidewalk ordinance may proceed in connection with this work as well.

Water/Sewer Policy

The City's policies related to extension of water and sewer services beyond the city limits is under review, with revisions likely to occur during the coming year.

Guilford County Comprehensive Plan

There is currently a county planning process ongoing, to help direct development-related priorities, policies and land uses for the unincorporated areas in the County.

V. Description of the *Land Development Ordinance* Product to be Developed

It is anticipated that this new ordinance will fulfill the following objectives:

- Easy to read and understand for all users, including citizens, developers, and elected and appointed officials (i.e., “user-friendly”);
- Simple, flexible, and easily administered by staff;
- Heavily illustrated and inter-mixed with graphics, examples and commentaries, depicting and explaining the requirements and concepts detailed in the code;
- Continue to use the best provisions of the current Unified Development Ordinance;
- Support the implementation the Connections 2025 Comprehensive Plan and other City plans and policies;
- Innovative and creative in approach to land use regulations;
- Set clear standards and procedures for all users;
- Set a framework for high quality development throughout the community;
- Provide protection for sensitive natural and cultural resources; and
- Published on the City’s web site, with full use of electronic links, cross-references, graphics, commentary, and other innovative components.

VI. Scope of Services Required of the Consultant

The services being sought of the consultant selected for this project will include tasks such as those described below:

A. Major Tasks

1. Orientation: Conduct on-site reconnaissance and orientation with all parts of the community, including staff, to hear their concerns about existing and desired development regulations. The consultant will also collect and review relevant adopted plans, policies, ordinances and other documents. Special attention shall be given to infill issues. Deliverable: Summary of meetings and input received.
2. Diagnostic: Prepare a report describing the types of changes needed in the existing UDO in order to address stated concerns, implementation of adopted Comprehensive Plan and other issues observed by the consultant. Report would include initial recommendations on the structure of the LDO. Deliverable: Written diagnosis report including a section on infill development. The report would be revised to reflect comments received.
3. Draft of Ordinance Modules: Portions of the LDO would be drafted and delivered in 3-6 sections. Draft modules would be presented and revised to reflect comments from staff, advisory groups and the general public. Deliverables: Draft modules.
4. Public Review Draft: Full LDO draft delivered. Draft presented and revised as requested. Deliverable: Full LDO Public Review Draft Document.

5. Public Hearing Draft: LDO draft delivered. Draft presented and revised as requested by staff, public bodies and citizens. Deliverable: Public Hearing Draft Document.
6. Completed Draft: Includes adopted version of LDO, with all graphics, hyperlinks, cross-references, commentaries and other electronic formatting included.

B. Other Considerations

1. As requested, provide informed opinions and suggest resolutions to issues that arise during the process.
2. Use methods of active participation to cooperatively develop regulations with City and private sector participants.
3. Coordinate development of this new ordinance with concurrent efforts described in Section IV.
4. Provide guidance regarding any needed zoning map changes which are a result of ordinance changes suggested through this process.
5. Present the information about the ordinance at public meetings and hearings as requested.
6. Ensure compliance of the new LDO with applicable State statutes.
7. Recommend the best approach for managing up-to-date codification of the new LDO following adoption.
8. Tasks would not be considered complete until staff revisions are made on each deliverable.

VII. Project Budget/Compensation

The work will be performed on a fixed price basis, with provisions for change orders, time extensions and added costs. The number of copies of deliverables and specific payment program will be determined during final contract negotiations and will be based upon completion of identified tasks following staff review and consultant revisions.

VIII. Time Frame

The targeted adoption date of the updated Land Development Ordinance is January 1, 2007.

IX. Submittal Requirements

A. Letter of Intent and Method of Submitting Questions

All parties interested in submitting a proposal should send a Letter of Intent to the City at the address noted in Section XII. All Letters of Intent must be received not later than Friday, September 17, 2004, by 4:00 p.m. ET. A contact person (including address and telephone number) for the applicant should be named by this letter of intent. Failure to submit the letter of intent will prevent the party from participating in the mandatory pre-submission conference call discussed below. Answers to questions submitted by applicants, and other information provided by the City, will be sent to the contact named in the letter of intent.

Questions concerning this Request For Proposals may be submitted in writing or via email at the addresses listed below. Questions must be received by the City not later than Friday, September 17, 2004, by 4:00 p.m. ET. All questions so received will be responded to and the questions and responses will be sent to all firms submitting a letter of intent. The source of the questions will not be published.

B. Pre-submittal Conference Call

All applicants who wish to be considered must participate in a pre-submittal conference call. This call is scheduled for Monday, September 27, 2004 from 2:00 PM to 3:30 PM. This call will be scheduled with all proposers who submit the required Letter of Intent described above. During this conference call, staff will review the RFP package, including submittal requirements and related issues. In addition, staff will describe information concerning various planning efforts underway in the community that could impact this project and answer any additional questions submitted by proposers. A limited amount of time will be allocated during the conference call to answer other questions.

C. Request For Proposal

In order to be considered, ten (10) copies, plus one black and white, unbound, 8½" x 11", copier-ready copy, of the proposal must be received by the City of Greensboro Planning Department **by 4:00 p.m., local time on or before Monday, October 4, 2004**. All proposals must be in a sealed envelope marked: REQUEST FOR PROPOSAL – LAND DEVELOPMENT ORDINANCE

Each proposal is limited to twenty-five (25) pages and shall contain the following information in the order listed:

1. A Cover Letter signed by a Principal Partner.
2. Table of Contents, with page numbers.
3. Executive Summary: Should address the highlights of the proposal, along with the strengths and special expertise of the firm and the associated team to successfully accomplish the objectives of this project. Please limit the summary to no more than three pages.
4. Project Team: Please identify the proposed project team (including any sub contracting firms) identifying the firms and key personnel. An organizational chart showing each member of the project team shall also be included. Please provide a highlight of the experience of the project team by team member on similar projects. In addition, briefly describe how the project will be managed for successful completion. It is expected that the key team members listed in the proposal would be present at an interview and would be the ones that would actually work on the project. The City would reserve the right to approve changes in key personnel from the project team.
5. M/WBE Program: The City of Greensboro encourages participation of qualified M/WBE firms in professional service contracts. It is the intent of this program to

widen opportunities for public participation, increase competition, and to ensure the proper and diligent use of public funds. All submitting firms should note the requirements of the City of Greensboro's M/WBE Program as it relates to professional services. Specific inquiries regarding this program should be directed to Bobby Baskin, City of Greensboro M/WBE Facilitator, at (336) 373-2608.

6. Approach and Methodology: A proposed work program detailing the phases and tasks of the project, based upon the Scope of Work in this request. In this section please be sure to also include the following:
 - Define the partnership with the City (your expectations and requirements of the City).
 - Team members involved and anticipated percentage of their time allocated to this project by task.
 - A detailed approach to the process, how you plan on obtaining public input at each stage of the project.
 - Describe specific Consultant/Team actions for each task, including the number of site visits by the consultant.
7. Estimated Budget and Schedule: Please provide the following:
 - Proposed time schedule for the completion of each task in the project;
 - A project budget, including a breakdown of team member hours and costs for each task in the project.

If additional services or products, beyond those outlined are included in the proposal, the estimated budget shall list those items separately. Supplemental charges for time and costs, if the scope of the project is expanded should also be included.
8. Related Experience: Please provide a brief narrative that summarizes your experience with projects that are similar to the ordinance rewrite in scope, complexity, and size. Please be sure to include the type of jurisdiction (i.e. City or County), its population, the role your firm played, the staff involved, and references, including addresses and telephone numbers for each example. A separate sample ordinance recently prepared by the primary consultant shall also be included in the submittal (this will not count toward the page limit identified above).
9. Deliverables: Please list and describe the contents and format of the project deliverables for each task, based on the proposed outline and scope of this project as described in this RFP and detailed in your technical proposal.

X. Copyright Release

Those firms responding to this RFP shall, as appropriate, supply a copyright release in order for the City to make copies of any copyrighted materials submitted.

XI. Selection Process

Projected Consultant selection process:

August 27, 2004	RFP announcement sent and posted.
September 17, 2004	Letter of intent and questions deadline.
September 22, 2004	Response to questions.
September 27, 2004	Mandatory pre-submittal conference call.
October 4, 2004	Proposal deadline. City staff begins selection of firms to invite for on-site interviews and/or presentations.
Week of October 25, 2004	Interviews/presentations scheduled with proposed finalists in Greensboro. The interviews will be conducted as follows: 1. Presentation by firm to sub-committee (30 minutes) 2. Question and Answer (30 - 45 minutes)
Week of November 8, 2004	Final selection and begin contract negotiations.
Week of November 22, 2004	Contract awarded/executed copies distributed.
Week of December 6, 2004	Work commences.

City of Greensboro staff will review all submitted proposals to determine those firms that will be granted an interview. Several criteria will be closely evaluated including, but not limited to the following: completeness of proposal, technical approach to the project, qualifications of firms and key personnel, project management capabilities, citizen participation plan, previous performance with similar ordinance projects, and cost.

Following the interviews, staff will attempt to negotiate an agreement with the top ranked firm. If no agreement can be reached with the top ranked firm, that firm shall be dismissed and staff shall proceed with discussions with the second ranked firm. This process may be repeated as many times as necessary until an agreement can be negotiated that is satisfactory to both parties.

The City reserves the right to reject any or all bids, waive technicalities, and to be the sole judge of the suitability of the proposed services for its intended use, and further specifically reserves the right to make the award in the best interests of the City.

XII. Mailing Address and Contact Information

Individuals responding to this solicitation should send all correspondences and direct all inquiries regarding this specific project to:

Heidi H. Galanti, AICP
Comprehensive Planner
City of Greensboro
Planning Department
P.O. Box 3136
Greensboro, NC 27402-3136

Street address:
300 West Washington Street
Greensboro, NC 27401

Phone: (336) 574-3576
Facsimile: (336) 412-6315
E-mail: heidi.galanti@greensboro-nc.gov

XIII. Selection Criteria

1. Experience:

- A. Ordinance drafting: Based on list of related projects and submitted work samples.
- B. Specialized topic experience (e.g. infill, mixed-use, transit-oriented design, etc.).
- C. Key personnel: relevant past work experience and years with the firm. Does the proposed team have all the necessary experience?
- D. In North Carolina: How much experience does the team have within the State and with legal constraints?

2. Overall Proposal: What distinguishes this proposal and team from the others?

3. Quality of Proposed Approach: Does the approach present a well thought out strategy that is likely to achieve the desired end product and completion of all specified tasks within the project budget?

4. Writing Skills: Based on submitted work samples.

5. Related Projects: Similarity to Greensboro in size, type (city or County), density, key issues.

6. Availability of Key Personnel: What evidence provided, what conflicting commitments?

7. Capacity of the Consulting Team: Percentage of time devoted to this project by each key member of the project team. Does the makeup of the team and time devoted indicate a sufficient allocation of all required resources to complete the assignment? Are there minimum task/payment agreements with subcontractors?

8. Clarity of Role and Level of Involvement of Local Staff: Does the proposal indicate a clear role and level of commitment required from City staff?

9. Budget: Realistic, thorough, and in comparison with other submittals.

10. Proposed M/WBE Involvement: Have they demonstrated a good faith effort to meet the goals of the M/WBE Program through those supplemental agreements which involve the use of minority subcontractors?

11. Responsiveness: Does the submittal respond to all of the requirements included in the RFP?